

EMPLOYMENT DEVELOPMENT DEPARTMENT
LEADERSHIP COMPETENCY DEVELOPMENT PLAN

Leader's Name: Ida Sample

Classification: Staff Services Manager I

To complete this form, you will need access to the Statewide Leadership Competency Model and the EDD Leadership Competency Process (LCP) (DE 2712) which is housed in the [EDD Leadership Toolbox](#). Abbreviated instructions that follow are not a substitute for the instructions in the LCP.

The Leadership Competency Development Plan (LCDP) will assist the Department in establishing a succession of highly skilled and motivated leaders to accomplish the EDD's mission, strategic direction, and organizational goals. The EDD requires all managers to complete an LCDP to comply with DPA Rule 599.798 requiring an annual appraisal of work performance. Continued discussion between the Leader and Coach is essential to the success of the process. The LCDP should reflect these discussions and be updated periodically throughout the year.

Summary of LCDP Steps

Step 1: Leader and Coach Preparation

- Set a date and participate in a pre-meeting.
- Review the LCP (DE2712), the Department and/or Branch Strategic Plans.
- Identify business goals that are appropriate for the Leader's area of responsibility.
- Determine timeline for completion of the LCDP.

Step 2: Leader Completes LCDP

- Use the business goals to identify areas for growth and development.
- Refer to the State of California Leadership Competency Model.
- Review the Competency Clusters.
- Select at least one Competency Cluster for development.
- Select at least two Competencies. The Competencies may be in the same cluster or in different clusters.
- For each Competency, identify Proficiency Level for both Current and Development Goal.



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- Choose Behavioral Indicators for each selected Competency.
- Focus on the appropriate supervisory level.
- Identify Developmental Activities necessary to achieve the desired proficiency level.
- For each Developmental Activity develop *SMART* Implementation, Due Date, and Follow-up Date.
- Complete the initial LCDP.

Step 3: Leader and Coach Meet to Discuss the LCDP

- Provide the completed LCDP to the Coach prior to their meeting.
- Ensure Competencies, Behavioral Indicators, and Developmental Activities support the identified business goals.
- Ensure Activities meet *SMART* criteria. Revise *SMART* Implementation as necessary.
- Reach consensus on the Competencies, Behavioral Indicators, Activities, *SMART* Implementation, Due Date, and Follow-up Date.
- Set a date to discuss progress on the LCDP.
- Sign and date the LCDP.

Step 4: Leader and Coach Meet for Follow-up Discussion

- For selected Competencies, review progress towards achieving desired Proficiency Level.
- Reassess business goals and update LCDP as necessary.
- Sign and date the LCDP.

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Competency Cluster	Competencies		
	Core Leadership (for all Leaders)	Manager/ Supervisor	Executive
Fostering a Team Environment	<input type="checkbox"/> Communication <input type="checkbox"/> Interpersonal Skills <input checked="" type="checkbox"/> Team Leadership	<input type="checkbox"/> Conflict Management	
Creating Organizational Transformation	<input type="checkbox"/> Change Leadership <input type="checkbox"/> Vision and Strategic Thinking		<input type="checkbox"/> Flexibility <input type="checkbox"/> Global Perspective <input type="checkbox"/> Organizational Awareness
Maximizing Performance Results	<input type="checkbox"/> Analytical Thinking <input type="checkbox"/> Decision Making	<input type="checkbox"/> Customer Focus <input type="checkbox"/> Planning and Organizing <input type="checkbox"/> Thoroughness	<input type="checkbox"/> Forward Thinking <input type="checkbox"/> Results Orientation
Building Trust and Accountability	<input type="checkbox"/> Ethics and Integrity <input type="checkbox"/> Personal Credibility		
Promoting a High Performance Culture	<input type="checkbox"/> Fostering Diversity <input type="checkbox"/> Workforce Management	<input type="checkbox"/> Developing Others	
Building Coalitions			<input type="checkbox"/> Influencing Others <input type="checkbox"/> Relationship Building

Competency	Proficiency Level		Behavioral Indicators	Developmental Activity	SMART Implementation	Due Date	Date Completed	Follow Up Date
	Current	Goal						
Team Leadership	Novice	Skilled	Promotes team cooperation	Identifies team ground rules and creates an environment of respect for team members	Within the next four weeks and continuing, use unit meetings to identify and agree on team ground rules.	5/12/10	5/12/10	5/26/10

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Competency	Proficiency Level		Behavioral Indicators	Developmental Activity	SMART Implementation	Due Date	Date Completed	Follow Up Date
	Current	Goal						
Team Leadership	Novice	Skilled	Encourages Participation	Manages team goals effectively, monitors performance, and recognizes positive individual and group performance.	Within the next three months, use the Making a Difference recognition program to recognize individual and/or group contribution to unit/team accomplishments.	6/15/10	6/29/10	7/2/10
Team Leadership	Novice	Skilled	Organizes, leads, and facilitates team activities	Facilitates internal team discussion to encourage participation and enthusiasm.	Within the next four months, identify and schedule appropriate training, e.g., Meeting Training Facilitation Skills Training for Trainers, or Presentation Skills Training. Within the next four months, lead the Unit Meetings.	7/1/10	7/1/10	7/8/10

If additional space is required, attach another sheet.

Comments:

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Signatures

Planning Discussion Date: <u>05/01/2010</u>	Follow Up Discussion Date: <u>07/08/2010</u>
<div><div><u>Ida Sample</u> Leader Printed Name</div><div><u><i>Ida Sample</i></u> Leader Signature</div></div> <p>I discussed this LDCP with my Coach and agree to the above development activities. I will solicit feedback from my Coach throughout the year, as needed.</p>	<div><div><u>Ida Sample</u> Leader Printed Name</div><div><u><i>Ida Sample</i></u> Leader Signature</div></div> <p>At a follow up meeting, I discussed the status of the LDCP.</p>
<div><div><u>I. M. Coach</u> Coach Printed Name</div><div><u><i>I. M. Coach</i></u> Coach Signature</div></div> <p>I discussed this plan with the Leader and I agree to the above LDCP. I will provide feedback and coaching to this leader in the coming year regarding these activities, as needed.</p>	<div><div><u>I. M. Coach</u> Coach Printed Name</div><div><u><i>I. M. Coach</i></u> Coach Signature</div></div> <p>At a follow up meeting, I discussed the status of the LDCP.</p>